

PROGRESS REPORT

Point 1. "Make 'Service' the slogan of the Personnel Office, and see that every individual in that office understands and acts accordingly. The Personnel Office should be advised that its mission is to do what CIA wants done in the Personnel field even though it does not coincide with Civil Service practices."

PROGRESS: We have continued to review legislative proposals for elements which might impinge upon our flexibility in personnel administration and to comment appropriately to the Legislative Counsel. In addition, continuing attention is being given to streamlining and simplifying personnel procedures and practices.

Point 2. "Get fresh blood into the Personnel Office in the form of experienced and respected officers from other parts of the Agency, particularly DD/P. To do this give DD/S and D/Personnel the right to select ten GS-13 to GS-15's from other offices and place them in key Office of Personnel jobs on a career rotation basis. Simultaneously, place the Office of Personnel people elsewhere in the Agency where they will obtain broadening experience."

PROGRESS: One of our Deputy Division Chiefs departed this week for assignment as Deputy Chief of Personnel for Headquarters. We expect to obtain an individual of GS-14 calibre from DD/P to head up our new Development Staff. This will be a point receiving continuing attention.

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Point 3. "Require all supervisors to take a short (12-20 hours) course in personnel management. This could easily be developed by the Office of Training in collaboration with the Office of Personnel....."

PROGRESS: We have continued our informal educational efforts outlined in our previous report. The preparation of a formal course has been discussed with the Director of Training who indicated that the present requirements placed on his Office will make it necessary to defer taking such action for the immediate future.

Point 4. "Place overseas returnees in positions before they return. This is not solely a problem for the Office of Personnel, but is one that can be solved by Personnel, DD/S and DD/P. It has been one of our sorest spots in personnel management, but one to my mind susceptible to easy solution by good administration and strong central control of personnel by DD/P. I would set a deadline of 30 June 1955 by which time every returnee will have a job waiting."

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PROGRESS: There has been further improvement in arranging immediate assignment for returnees. Both DD/S and DD/I cases are being handled on a current basis. Within DD/P, we have established for each Career Panel a "returnee list" showing the anticipated date of return for individuals overseas. This list is used to ensure timely action to arrange assignments well in advance of the individual's return. Only a few cases remain in which individuals have been "in casuals" for a significant period of time, except for those in a training status. Each of these cases involves special factors, such as medical problems or pending disciplinary actions, which require delay.

Point 5. "Eliminate placement by file shopping. If an employee is misplaced, he or she should be relocated by a system of interviews, and a placement officer should handcarry the file to interested supervisors."

PROGRESS: I have continued my personal efforts to arrange personal interviews with office heads in appropriate cases. In nearly all cases, when individuals are not available for interview, their files are hand-carried by the placement officers to the appropriate operating officials for review and consideration.

Point 6. "Strengthen the procedures governing the handling of contract personnel by requiring that Personnel, General Counsel and the area division participate in all hiring and firing (or contract lapse) actions. This will eliminate many misunderstandings currently arising because contract agents have not been properly informed about their agreement with the Agency."

PROGRESS: The Management Staff has not completed its survey of the Office of Personnel and consequently has not been able to devote particular attention to this problem.

Point 7. "Place ironclad rules governing the use of personnel files. These should be available to only a limited number of senior officials in the Agency, and allowed out of the Personnel Office for only a limited time (48 hours). Further, the Personnel Office should devote a major effort to developing one master personnel file on each employee in which all pertinent information is placed. At present any employee who wishes to tamper with his personnel folder can do so with ease."

PROGRESS: The Management Staff is currently engaged in a survey of this Office which will include files control procedures. A proposal on this subject has been referred to them; however, they have not yet completed this phase of their study.

Point 8. "Place a woman in a senior position (even possibly as high as a second Deputy Assistant Director) in the Personnel Office and charge her with aggressively furthering the careers of women in the Agency. This woman should not only see that women are considered for top-level positions, where there is no requirement that the position be held by a man, but should also insure that women returning from overseas are properly placed."

PROGRESS: I believe the Agency has sustained its interest and emphasis in the proper utilization of women employees on a career basis.

Point 9. "Strengthen the Employee Services Division and reverse its emphasis from being available to assist employees to "selling" employees on the Agency and what it can do for them. This should be done, not by paperwork, but by direct contact with supervisors and employee groups at staff meetings, training courses, etc. Our employee services are not mediocre, but are made to appear mediocre by poor public relations."

PROGRESS: Although the functions of the former Employee Services Division have been realigned in the course of our recent reorganization, we believe these changes will make it possible for us to continue the educational efforts previously carried out and to continue strengthening the benefits and services offered.

Point 10. "Imbue in all employees in the Personnel Office and all supervisors that people are our most valuable asset - the good ones should be encouraged and assisted, the poor ones eliminated. But regardless of whether good or poor, they should be handled as human beings not as files, numbers or inanimate objects. I believe that the attitude, typified by referring to personnel as 'surplus' like war goods or wheat, has been at the root of some of our mismanagement."

PROGRESS: I believe that members of my Office have successfully avoided the use of terms which might be construed to have unfortunate connotations. Certainly, we are making efforts through all of our activities to assist in developing human attitudes toward all employees of the organization.